

## TESTIMONIALS

# BUSINESS

THIS PROGRAM OFFERS the most powerful set of conceptual and practical tools for business and life that I have yet encountered. My partners and I are using Learning as Leadership's work as a centerpiece for defining and implementing our company's mission in all aspects. It is profoundly impacting our firm and, in turn, our 15 portfolio companies. Not to be missed.

GEORGE McCOWN,  
CO-FOUNDER AND MANAGING DIRECTOR,  
McCOWN DE LEEUW & Co.  
CHAIRMAN,  
WORLD BUSINESS ACADEMY

AS OUR EXECUTIVE MANAGEMENT TEAM engaged in LaL's 4-Mastery one year leadership development program, we developed a level of trust and communication unique to the LaL experience. During this time, even though we reorganized our entire business, we were able to retain key members of our team who were receiving competitive offers from Internet start-ups and to significantly increase our business revenue while the entire industry imploded around us. LaL's involvement in these events (through seminars, in-house strategy sessions and coaching) was a very critical factor in our miraculous success.

One important observation regarding the investment of seminar time: we have experienced to conclusion that the best time to attend LaL is when you believe you can least afford to spend the time. Our return on investment in both time and money has been substantiated through the feedback of our employees, our vendor partners and our families.

DAVID RAAB,  
EXECUTIVE VICE PRESIDENT OF OPERATIONS,  
SARCOM, INC.

LAL HAS PLAYED AN ESSENTIAL ROLE in our ability to build and run one of the largest tension leg oil platforms (TLP) in the world. Summarizing our learnings in a few words is impossible. I will say that as the leader of Ursa, one of Shell Exploration & Production Co.'s biggest assets, my leadership team and I have gained insights, skills and tools to achieve dramatic improvements in our communication and our commitment to each other, our team and our mission. The results speak for themselves:

- ◆ 4 month acceleration in construction schedule, estimated \$40 million in savings
- ◆ 50% decreased operating costs from business plan
- ◆ Achieved "Best in Class" uptime performance of 99%
- ◆ Dramatically improved year-2000 production performance by 12 million barrels (43% increase)
- ◆ Outstanding safety performance
- ◆ Ahead of targets and on path to achieving aggressive environmental goals
- ◆ Outstanding inspection performance by regulators (U.S. Coast Guard and Minerals Management Service)
- ◆ High morale among personnel, high rate of skill acquisition and advancement
- ◆ Ursa paid out in 26 months, the fastest for any Shell tension leg platform

RICK C. FOX,  
URSA ASSET LEADER,  
SHELL EXPLORATION & PRODUCTION COMPANY  
(SEPCo)

THE LAL TRAINING HELPED ME thrive in the frequent discomfort of building my own company. It has been a catalyst in making my new company so successful.

ERNIE WEIR,  
PRESIDENT,  
HAGAFEN WINE CELLAR

BY THE TIME ANY MANAGER has reached an executive level, he or she has spent hours, days, months in countless training programs, little of which create lasting change. The LaL work is groundbreaking; it builds an understanding of root causes, rather than focusing on symptoms.

JEFFREY E. STIEFLER,  
FORMER PRESIDENT, AMERICAN EXPRESS  
CHAIRMAN, PRESIDENT AND CEO,  
DIGITAL INSIGHT

I DISCOVERED the incredible power as a leader of being willing to drop the mask, be vulnerable and say "I don't know." I went to LaL for better self-understanding, and now I am continually challenging myself. I have to ask "am I doing this to satisfy my personal ego, or to support my team and my company?"

In attending LaL together with my team, we realized that until we were able to have non ego-driven, open, honest and complete communication, we only stayed on the surface of the issues. LaL has helped me to learn how not to avoid conflicts, but to use them to address the real issues and save immeasurable time and energy.

BEN PHILLIPS,  
PRESIDENT AND CEO,  
PELICAN COMPANIES

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IF WE HAD WORKED TOGETHER for 20 years, our team would never be as successful as what we have accomplished with LaL this year.

Since we began the 4-Mastery Program, we have expanded from 4 clubs in Hong Kong and Singapore to 10 clubs throughout Asia with 1,200 teammates and increased revenues of 250%. I am thrilled that our senior management team (a recently assembled multinational group) has all gone through LaL's courses during this challenging time of high growth. LaL has taught us how to create a safe environment where we can discuss our issues and express what is normally unsaid. We are better able to listen to each other without reacting, and sustain a common vision. We have gone to the next level of individual and team performance, and now have many new tools to ensure we remain the number one fitness team in the world!

ERIC LEVINE,  
CEO CALIFORNIA FITNESS CENTERS,  
HONG KONG/SINGAPORE/TAIWAN/KOREA/THAILAND

WE HAVE DEVELOPED A COMMON TRUST and openness that is far beyond what I have previously experienced in the workplace. Now I see it is a prerequisite for efficiency and passion in the workplace. (Ken Frank, COO)

We have worked as a team to understand the real issues behind recurrent symptoms. It allowed us to make some tough decisions that are changing the course of our performance. (Sylvana Stratton, CFO)

The time and effort these tools are saving us is immeasurable. We are truly able to harness the strengths and energy of the executive team – and really anchor mutual accountability to our goals. (Bill Hayward, CEO)

KEN FRANK, COO,  
SYLVANA STRATTON, CFO,  
AND BILL HAYWARD, CEO,  
Three members of Hayward Lumber's executive team who graduated the 4-Mastery Program

WE HAD BEEN WORKING on improving product development cycle time for nearly ten years, with little to no real change. We tried project management techniques, TQM, Statistical Process Control and Theory of Constraints. We had expertise in each of these areas, yet we could not make any significant improvement.

LaL's workshops and coaching helped us to see how our individual patterns of behavior did not allow us to make use of our collective expertise. After a year of working with LaL, our cycle times improved by 300%! LaL has helped us to finally take advantage of our expertise, and make groundbreaking progress.

RIK GLOVER,  
SENIOR ENGINEERING MANAGER,  
FAIRCHILD SEMICONDUCTOR

STARTING WITH MYSELF, I have been able to empower my 60-person department to transform negative competition to collaborative partnership. The productivity gains have exceeded 100%; my staff became willing to go the extra mile.

CAROL CAIN,  
SENIOR VICE PRESIDENT,  
VISA INTERNATIONAL

THE BEST MONEY I EVER SPENT ON TRAINING. It was extremely valuable for our entire management team to attend together. (Tracy Trent, CEO)

We now challenge each other and hold each other accountable in a very constructive way, saying what needs to be said, rather than what we think others want to hear. (Kevin Wixom, VP EDP)

The training has moved us from internal competition to trust and given us the ability to focus on big picture priorities and long-term financial sustainability rather than just the short-term bottom line. (Paul Grinberg, CFO)

TRACY TRENT, CEO, KEVIN WIXOM, VP EDP,  
PAUL GRINBERG, CFO,  
Three of eight STELLCOM executive team members who participated in LaL

THE TIME & MASTERY SEMINAR IS what put it all together for me - it's where the rubber meets the road. My struggles with time, even my concept of time, have changed dramatically. Now I am able to more effectively cover the big picture and all the bases, staying focused on the essentials.

JOHN BLANKENSOR,  
SOFTAIL FACILITY QUALITY LEADER,  
HARLEY-DAVIDSON MOTOR COMPANY

THIRTY DAYS AFTER OTHER TRAININGS, it's often difficult to recall how to apply the key principles. The LaL work creates deep change. It continues and stays with you.

VALERIE MICKLUS,  
DIVISION MANAGER,  
BUSINESS CONNECTIVITY SERVICES,  
AT&T

I'VE MADE REAL CHANGES in my leadership and communication style. Staff members learned new ways to resolve key issues. We brought our multimillion dollar project in, on time, on budget, and projected a 700% return on investment!

AUTUMN WAGNER,  
MANAGER, HUMAN RESOURCES INFORMATION  
MANAGEMENT SYSTEMS,  
CALIFORNIA STATE AUTOMOBILE ASSOCIATION

EXCHANGING WITH PEOPLE who have been through a profound evolution and who have gained a set of tools to understand and support you, is a rare chance to create sustainable change.

MACK SINGLETON, CEO,  
NEW SOUTH COMPANIES